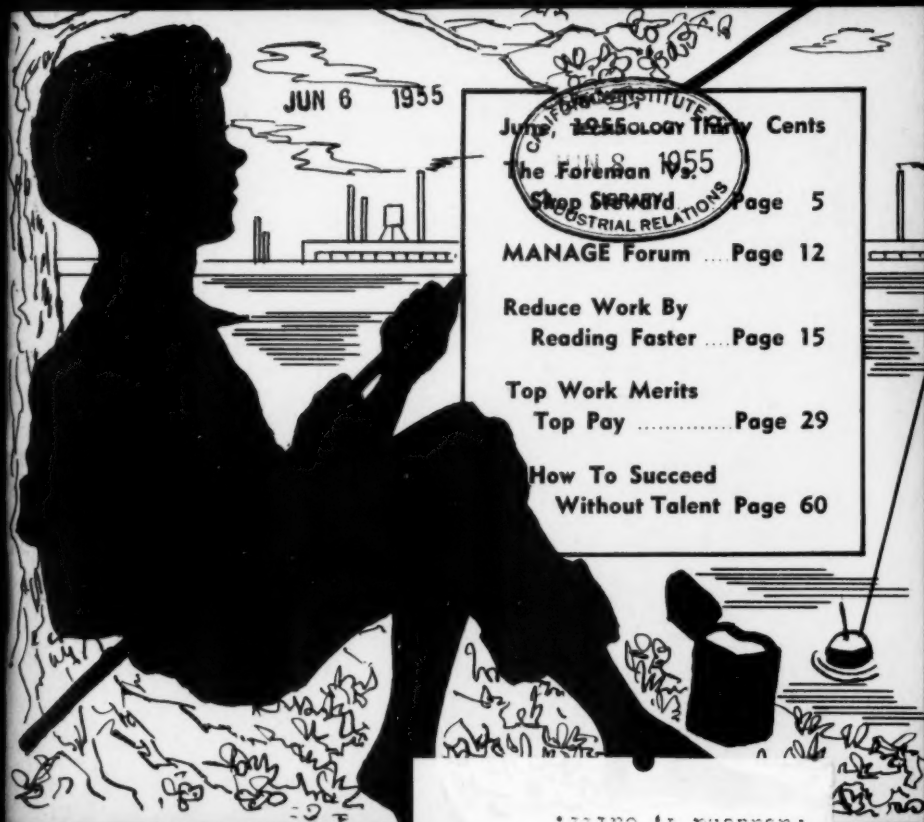


# Manage



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June, 1955 10 Cents

The Foreman vs. 1955

Stop Striking Page 5

MANAGE Forum Page 12

Reduce Work By

Reading Faster Page 15

Top Work Merits

Top Pay Page 29

How To Succeed

Without Talent Page 60

MAGAZINE OF MANA

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# *You*

*You cannot bring about prosperity  
by discouraging thrift.*

*You cannot strengthen the weak  
by weakening the strong.*

*You cannot help the wage earner  
by pulling down the wage payer.*

*You cannot further brotherhood of  
man by encouraging class hatred.*

*You cannot help the poor  
by discouraging the rich.*

*You cannot establish sound security  
by spending more than you earn.*

*You cannot build character and  
courage by taking away man's  
initiative and independence.*

*You cannot help men permanently  
by doing for them what they could  
and should do for themselves.*

**A. Lincoln**

## About This Issue

**D**AY by day the burden on management men is increasing. . . . And more and more you hear management men complain that their work is so heavy they don't have a chance to do their real job.

Management men also seem to agree that it is the paper work, the details, and hundreds of menial tasks that get in the way.

There is no easy out. But this issue of **MANAGE** contains two articles which may point out to you an easier way. Both have been tested in business and industry. Both have been found successful.

"Reduce Work by Reading Faster" on page 15, tells how executives get more work off their desks when they have learned the art of speed reading.

"Work Smarter, Not Harder" on page 34, is about work simplification. There's a five-step method to follow. You can use it in any type of work and also apply it to the work of the people you supervise.

But if you've already tried speed reading, . . . if you've tried work simplification . . . and you still can't get ahead, turn to page 60, put your tongue in your cheek and read "How To Succeed Without Talent."

We also highly recommend "The Foreman Vs. The Shop Steward" starting on page 5, the lead article in this issue. The story was written by a man in industry, . . . a union man who's become somewhat disgusted with both the union and management. He knows what he's writing about. It should improve your understanding of the union steward.

"Top Work Merits Top Pay" on page 29 points out the need for a closer relationship between an employee's paycheck and his efficiency on the job.

There is a new chance to test your vocabulary on Page 43. And you'll find a new problem to solve on page 52.

A complete resume of the management training conferences which will be presented at the 32nd Annual NAF Convention in Fort Worth this September, is on page 27. On the back cover there is some information on a tour of Mexico available to all NAF men at the convention.

This issue also contains a moving story about NAF teamwork in Puerto Rico and how it helped a poor and desperate family. It is titled "Compassion Takes Wings." You will find it on page 57.

Results of the Seventh Annual NAF Bowling Tournament at Detroit are announced on page 33 and on page 49 there is a three-time winner of the Management Team of the Month.

*Harrison Bendley*

# MANAGE

*Magazine of Management Men of America*

JUNE, 1955

VOL. 7, No. 9

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## IN THIS ISSUE

The Foreman Vs. The Shop Steward .....	Page 5
Manage Forum .....	Page 12
Reduce Work by Reading Faster .....	Page 15
NAF Staff Stages West Coast Educational Program .....	Page 24
We, The People .....	Page 25
The Management Man and His Future .....	Page 27
Top Work Merits Top Pay .....	Page 29
Seventh Annual NAF Bowling Tourney .....	Page 33
Work Smarter, Not Harder .....	Page 34
Business Notebook .....	Page 41
Test Your Word Sense .....	Page 43
Washington Report .....	Page 44
Management Team of the Month .....	Page 49
NAF Calendar, New Clubs .....	Page 51
How Would You Have Solved This? .....	Page 52
Compassion Takes Wings .....	Page 57
How To Succeed Without Talent .....	Page 60
What's New With NAF Clubs .....	Page 61
Success Story .....	Page 63
Manage Service Bureau .....	Page 65

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# the Foreman VS. the Steward

By Stuart Steward

WHEN I became a shop steward it was in a piece dye house where the union had finally won a long fight for bargaining rights. I was elected because I had had some union experience in another industry.

God knows I needed experience. Management was hostile. Working conditions were miserable. Morale just didn't exist in the work force.

There was frequent and bitter wrangling between the company and the union.

Our foreman was a pretty good Joe—the wheelhorse type, if you know what I mean—operating on the uncluttered idea that since the company was giving a day's pay it had the right to expect a day's work, no more and no less—a foreman about whom the average worker today now offers the trite observation: "If you do your work he'll never bother you . . ."

He spent much of his time, however, either hunting for a goldbricker in our unit or reaming him out publicly for goofing off. We were equally fed up with the worker because every time he disappeared one of us had to cover his job. And it secretly pleased us to hear our supervisor chew him out.

THE situation was *solid* rather than *fluid*—management was stiff and unyielding on so many other fronts that we, too, had to be equally so—especially when our goldbricker was inevitably discharged by our foreman. Of course he came to me. I despised his guts, but I went to bat for him.

His complaint was the commonplace: "The super was always hounding me."

Now, we had repeatedly heard him reprimanded. And while we all knew why, no one mentioned it. I knew I had a weak case, so I threw it into the grievance machinery. There was the usual long wranglings, delays, meetings and hearings, considerable maneuvering and manipulation by both union and management, but in the end—and following what has long since become habitually the line of least resistance, *the worker was shifted*.

Both the foreman and I operated independently on this and from varying points of argument.

He charged: "The guy is no good in my gang." Mine was: "They can't get along. Maybe he'll do better elsewhere." Although upper management undercut him, our supervisor was mollified. A rock had been removed from his neck. We were happy. Whatever replacement we got couldn't be either as bad or worse as the turkey we had shoved off on some other foreman.

Without consciously cooperating, something had been accomplished—the hard way—on the foreman-steward level. Now, if both the union and management were each enlightened, it would have been possible to resolve the situation with a minimum of friction and consider-

*The angriest person in a controversy is the one most liable to be in the wrong.—Tillotson.*

ably more speed. If both union and management had agreed upon and permitted working arrangements between the foreman and shop steward, the worker involved could have been straightened out or discharged earlier. It can work when both union and management agree that *personnel-production* problems are a joint responsibility, and that their relationship is not merely a contract which is to be abrogated daily as each jockey for position with both worker and foreman used as pawns.

IT HAS been said frequently that management will never be wed to the collective bargaining idea. Frankly, no one has asked for marriage—shotgun or otherwise—but since collective bargaining and its complex and endless ramifications are here to stay, management should make an effort to reconcile and live with it—intelligently.

Actually, similar situations involving personnel are common because the full potential of a shop steward within a unionized industry has been neither fully exploited nor explored by either the union local he represents or the management employing him. The steward is the voice of the union at its lowest level. A foreman is management's voice at its bottom or middle level and on this common base they should appraise together—step-by-step—a personnel problem which, without open minded cooperation, can mush-

room into lost time, lost money, lost production and lost confidence.

The fault, surprisingly, is with a sharp top management which, for all its know-how, is shortsighted in that it usually fails to find the gimmick in the contract it signs with the average union local. The line reading substantially: . . . *"and the union agrees there shall be no work stoppages or slowdowns for the duration of this contract. . . ."*

How stolidly literal can we get?

Conceivably, if all the delays taken up with union troubles over a year were thrown into man hours of production, both the union and management would be living up to a contract.

Let's face the situation from both management and union views—TIME, that of both, is consumed, *not too much in problems of production, but of personnel which affect production*—worker gripes, too much work, not enough overtime, or too much of it, unfairness in work assignments, or the inequality of responsibility, too much pushing for production by supervisors, too much lagging by workers, malingering, absenteeism. All of this, over periods of time, snowballs into larger problems and infects an entire department. Yet it could be nipped on the foreman-steward level and make grievance procedure less time consuming and costly.

Understandably, not all shop stewards are objective. If your plant is

union then as a foreman you've had frequent sessions with the steward in your department. Meetings with him are largely disagreeable and unpleasant—unless, luckily, you are both intelligent, have learned to live and work together and are reasonable. There are, in both camps, men who are more farsighted than either the union or upper management they represent. This article is built around these, scarce though they may be.

**B**Y and large a shop steward is picked on the premise: "Is he a fighter? Is he union conscious?"—which means in its broadest sense: "Does he completely mistrust management?"

I know. I've been a steward often enough. But many of us who have been identified with the labor movement sufficiently long realize that neither side is completely white nor black. Also that there is a wide margin for error and an even wider latitude for shortsightedness in the approach to the problem of intelligent cooperation by both union and management.

Too often a shop steward is called upon to act as the mouthpiece for trouble makers. By the same token any move by a steward to cooperate or deal on a level that is not strictly union is regarded by the average supervisor as an infringement of his own authority in the department.

There frequently exists between supervisor and steward a stalemate

bred in many cases of wariness and mistrust—not of each other so much as the representation of a front each must maintain. Thus, where a sensible working arrangement is otherwise feasible it is impossible to attain since each is reluctant to make the opening overture. On the part of the steward there is the spectre of being accused by the local's policy committee for spending too much time on what the committee might regard as a purely managerial problem.

And in the case of an earnest foreman, seeking with an open mind to create a firmer foundation for production, or cementing better personnel relations within his department, any overtures toward the steward could be construed as a violation, perhaps, of an established company policy, or the establishment of a precedent; no matter how effective, which upper management might regard as bad.

Let's do some evaluating.

**THE FOREMAN:** In most cases he has come up the hard way and out of the ranks. Management believed he had qualifications above punching a timeclock and placed him on either the weekly or semi-monthly payroll. He knows generally the broad problems in his department.

**THE SHOP STEWARD:** He is sometimes sharp and possesses considerable know-how. He's still on the hourly payroll. He has been chosen



"Hah! Accounting tried to walk all over me!"

either by the union local or elected by his fellows as the best representation obtainable on his level. He works with the men in his department, changes his clothes with them, eats with them in the locker room. He knows, through intimate contact, who are good workers and who are not, the unreliable, the dependable, the lazy ones and the ambitious. He hears the gripes which never reach the supervisor until they've gotten out of hand. He knows the worker's attitude toward the foreman and management as a whole. He's a source of information and data. *He KNOWS as fact and substance that which a foreman can only suspect.*

Is he, or isn't he valuable?

Can an upper and unenlightened management which so often by-passes him really afford it? Would such a management buy an expensive piece of equipment for a production line, install it, and then senselessly shunt production around the new machine and let it stand idle? In substance many managements have been doing this for years with shop stewards.

They are equipment. Use them. You're entitled to utilize them—but only to a mutual advantage.

This brings us up, however, against the all too familiar wall that divides. It cannot be demolished. The wall is there to stay—both upper levels will take care of that. Yet, there is no reason why; like any backyard fence, this particular wall

cannot be leaned upon by either side—singly or together.

THE crux of the problem—working compatability between foreman and steward—revolves around the cute phrase: *degrees of responsibility*. Obviously, neither upper management nor top union men have bothered to honestly search out and define where such responsibility either ends or merges.

In its simplest sense: Is a supervisor's sole responsibility meeting high production quotas regardless of how these are achieved? Is a steward to be used always as a sounding board for personnel gripes? Is management sharp and wise to frequently bypass a steward and thus risk the loss of time and money farther along a disputant line? Is the average union local shortsighted in not outlining, even in a general way, degrees of responsibility for its stewards—other than the old-line, antagonistic and mistrustful approach to management?

I've heard it said frequently, you can't get real and practical cooperation at the foreman-steward level. Significantly, though, I have never heard any valid reasons why. Maybe these exist—and if they do—I'd very much like to have them pointed out.

There have been pilot plant or small scale efforts to achieve working arrangements on the foreman-steward level but, by and large, there is still a wide area to be explored.

Much of whatever advancement and enlightenment is shed on the subject will come from education—of both upper management and union locals—an education which, tragically, comes inevitably from bitter experience and is gained only after years of trial and error—*UNLESS each side readily expresses a willingness to see the need for practical cooperating arrangement between management's foremen and union's shop stewards.*

Admitting such a need where does one begin?

Farsighted managements have long since initiated labor-management committees—functioning bodies having equal representation;

exploring and feeling ways to resolve differences beyond the negotiating level. Where these exist the problem of steward-foreman relations have, in all probability, been formulated—to mutual advantage. In the case where no such committees operate—and where, apparently, the need for such cooperation is apparent—one should be formed. Then the first problem to meet objectively and honestly is the formation of a working arrangement for foreman-steward.

It can be done. It takes honesty—not singular honesty—but a collective one.

And believe me, as an older hand, in my book, the time is now.

---

"Just coming forward does not save your soul. It must be an outward manifestation of an inward feeling."

*Evangelist Billy Graham speaking to a rally in Madison Square Garden, New York.*

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*Some men, like modern shops, hang everything in their show windows; when one goes inside, nothing is to be found.*

—Auerbach.

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"The day may dawn, when fair play, love of one's fellow men, respect for justice and freedom will enable tormented generations to march forth serene and triumphant from the hideous epoch in which we have to dwell. Meanwhile, never flinch, never weary, never despair."

*Former British Prime Minister, Sir Winston Churchill in the House of Commons, March 1, 1955.*

# The MANAGE FORUM

## TRUTH AND THE TIMES

**I**T IS strange how the way we look upon human virtues is directly related to the circumstances of the times. Take, for instance, the virtue of telling the truth.

Undoubtedly, at one time or another, men were able to take it for granted that those with whom they spoke or wrote could be counted on to reply truthfully. I am not sure that is the case any longer. Before we take for granted we are learning the truth from one we don't know very well, particularly in business dealings, we instinctively wonder if he is the kind of a man in whom we can have faith as a truthful man.

This was brought to mind recently when we introduced one business man to another. Gentleman A asked Gentleman B how he felt about an increase in the price of one of Gentleman B's sales items. Gentleman B said, frankly, that manufacturing costs had gone down a little bit, but he had had to raise the price in order to make a bigger profit margin and thereby get some stockholders off his neck.

Mr. A was surprised, and told Mr. B that he certainly did not believe that was a very good reason, but because he had received such a truthful answer he was going to go along with buying Mr. B's product.

Mr. B told me later that he had nearly given up manufacturing ten years ago because he couldn't develop into a super-salesman, so he changed his sales approach from one of salesmanship to one of just telling the truth.

"Everybody said I was stupidly naive," said Mr. B, "but in addition to my business going up 500 percent, I don't have a worry in the world."

## INTERNAL AID FROM FOREIGN TRADE?

Men of management have been astonished that so many organized labor leaders have advocated a U.S. policy of increased foreign trade through lower tariffs. True, foreign people are able to buy American-made products with the American dollars we pay them for their home-made items, but the low tariff policy of this country would encourage foreign manufactur-



ers to compete against more and more American manufacturers. No longer are the Japanese content—nor should they be expected to be—with manufacturing cute little toys we wouldn't try to make, or the Scotch content with selling us only Scotch whiskey. Seeing the high-priced American labor market, the foreign manufacturers, with a cheap labor supply at hand, are beginning to make some economically impressive bids on machinery, machine parts, automobiles, etc.

To meet this competition, American manufacturers being hurt by the influx of well-made products of cheap labor and an aggressive foreign selling program, would have no choice but to seek a cheaper labor supply or close up shop.

And if there is to be work, as there must be, the working men and women would have to lower their standards of living. Instead of a new suit a year, two automobiles, several pairs of shoes, nice homes and college educations for the children, our standards would have to come down to that of the foreigners in order to meet competition between our two industrial systems.

It has been suggested that instead of America buying products from the foreign countries, we subsidize them with tax money, so they could spend the money to buy our exports.

The living standard would still come down, since our taxes would have to be increased to raise the money to send abroad as foreign aid.

And that would institute for them a guaranteed annual wage of sorts, which, as feared in this country, would damage men more than just our automobile manufacturing business or free enterprise. As American taxpayers we would be paying foreign workers not to work.

With all due respect to our labor leader friends, who deserve and take great credit for raising the living standards of our people, it does not seem completely logical for them to take a stand on an issue which threatens to pull down all they have built up.

Unless somebody is figuring our living standard is about as high as it can get without labor leaders going out of business, and so, rather than see that happen, somebody wants to wreck our standard of living, our economy, so it can all be built up again.

Any way you look at the stand, it doesn't make much sense.

*Dean Sims*

## *Little Things Count*

**K**EE-RIMONY," said Mike after the foreman walked away, "I've been grilled clear past the well-done stage!"

"Whatcha say, Mike?" asked Lou at the next machine.

"Aw, all this 'Dragnet' stuff about that little temper'mental spell my machine had this morning. That fancy form he was fillin' out—the pers'nal factor . . . the physical factor.' Holy smokes; all that fuss over such a little thing!"

"Well—how do you know it's a little thing, Mike?" asked Lou. "Guess it was a year or so before you started here when my machine was actin' kinda queer. No real trouble, but I sorta wondered, so I told the foreman about it. He asked lotsa questions, like the doc does when you call up and say the kid's got a temp'rature. And ya know what finally happened, Mike? They shut the machine clean down. Gave it a real over-haul. And I'll never forget when the foreman said real serious-like: 'Lou, that was a mighty wise thing for you to report that trouble pronto. Didn't seem like much on the surface, did it. But it was real trouble all right. Main'nance tells me that if you'd let it go you could have been hurt bad—real bad!'"

"Well . . . I'll be darned," said Mike. "But—heck, how often does a little thing mean big trouble?"

"Makes no difference if it's only once in a hundred years . . . long as you're the target! Take Ray and that electric drill, coupla months ago. Though he felt a shock; so mild that he wasn't plumb sure . . . but he had it checked right away. Why man, they found he coulda been 'lectrocuted if he hadn't bothered to get that drill looked at! And take Swede Carlson's case; he was over in . . ."

"Hold it, Lou," said Mike, turning away. "I—uh—just remembered something about that machine of mine I probably shoulda reported. Think I'll sorta wander over to the super's hang-out and get re-grilled."

\* \* \*

*All fear is in itself painful, and when it conduces not to safety, is painful without use. Every consideration, therefore, by which groundless terrors may be removed adds something to human happiness.—Dr. Johnson.*



## Reduce Work by Reading Faster!

**By Phil Hirsch**

*(How good a reader are you? You can find out by timing yourself on the following article. At the end of the story, you will find a table showing your reading speed. You can test your comprehension by answering the questions which accompany the table.)*

**T**HERE'S a good chance you're not reading this sentence as fast as you could. Several studies have shown that the average adult, even though he may have a high school or college education, reads only about 263 words a minute. That's about the speed of a sixth grader.

You can read faster. During the past few years, several thousand management officials, employed by a long list of companies, have done it by enrolling in special reading courses. In many cases, the officials were asked to take the training by their employers. But in others, management people themselves thought of the idea. Any NAF club could do likewise, especially in view of the

almost miraculous improvement in reading ability that is possible with such training.

A hundred years ago, when there wasn't so much paperwork and so many technical publications, perhaps it wasn't essential for company officials to know how to read in a hurry. But today, all that is changed. Surveys at numerous companies have shown that the average management official spends about 15 hours a week in reading material needed to perform his job—inter-office correspondence, mail from outside the company, reports, books and magazines that pertain to his job.

Actually, the figure would probably be higher if there were more

time in the working day. For, even though he devotes 15 hours a week to reading, the average management official doesn't finish all the reading that he'd like to. In a good many cases, getting through even the essential reading usually means that some of it has to be taken home at night.

I know a production manager who has been commuting to work on an inter-urban train for the past five years, but if you ask him the name of the stations along the way, he can't tell you. The reason is that, every morning and every night, as soon as he gets on the train, he opens a briefcase. This briefcase contains reading material he doesn't get time to look at during the working day.

Motorola, Inc., Hotpoint, Inc., Acme Steel Corp., U. S. Steel, Ray-O-Vac Co., and Borg-Warner International Corp., are among the companies which have enrolled their management people in courses aimed at improving reading speed and reading comprehension.

At the Micro division, Minneapolis-Honeywell Regulator Co., Freeport, Ill., and a few other firms, the original idea came from the management people who later became students. The courses, generally, consist of 20 one-hour sessions, given on successive days, by outside experts.

For management people who have had a technical education, the read-

ing training is particularly valuable. "Engineering courses, by reason of their mathematical and technical content, tend to produce the habit of slow and meticulous reading," explained Stephen Warren, head of the Foundation for Better Reading.

The foundation is one of the private agencies that is helping management officials to read better. "The habit is easily carried over into the reading done as part of one's job, and in reading done for pleasure," Mr. Warren explained. "The reading courses now available to industry are successful in breaking the habit to a degree that will permit reading rates consistent with the type of reading material, as well as in teaching faster reading habits for all types of material."

**I**NDUSTRY's reaction to the courses is indicated by the comment of John C. Sharp, president of Hotpoint, that "slow and incomprehensive reading is creating an enormous waste in industry today. A great service can be rendered by reducing an executive's reading time and increasing his comprehension. This automatically frees him from reading chores and allows a redirection of his efforts and talents to more productive lines."

The ability of a reading course to perform that service is indicated by what happened at Minneapolis-Honeywell. There, 26 management officials were able to improve their reading speed 69 percent and their

comprehension 15 percent. The group included some students who read much slower than others, and some who had more than an average amount of difficulty in understanding what they read. Members of the former group bettered their speed by as much as 98 percent without losing any comprehension, while those in the latter category improved their comprehension 48 percent, and, in addition, increased their speed 14 percent.

The need for these courses, and their value, are shown by the fact that the Foundation for Better

Reading is now forced to restrict itself, because of the demand, almost exclusively to industrial clients. The agency charges up to \$100 per student.

Enrolling in a reading course is a simple matter, and, from the record to date, almost every student benefits, even those who read well when they start. The star pupil of the Foundation for Better Reading started with a reading speed of 588 words a minute (average is 263), and 90 percent comprehensive (average is about 75 percent). After training, he was able to read 3,600

### *Merger Seniority Problems*

Serious seniority problems for employees will be created in some of the company combinations involved in business mergers.

That's the belief of Prof. Mark Kahn of Wayne University.

In the April issue of Cornell University's "Industrial and Labor Relations Review," Professor Kahn points out that large groups of employees will force solutions that often ignore the rights of small groups.

Disputes may arise because of different types of unions and reduced total employment in the new company.

The new firm must decide if seniority credit will be given for past services. If credit is given, Professor Kahn states, the company must then decide how to combine the seniority lists. One list may be given preference or the two lists may be combined on an equal basis. Usually, when a firm has accepted the seniority principle, it will let the union decide on any reasonable policy.

Courts try to keep "hands off," except in railroads, airlines, communications and other government-regulated industries. If the rights of minorities are being violated, the appropriate federal agency may step in.

Government action is rare, though, for the industries involved have been able to settle most problems themselves.

words a minute with 95 percent comprehension.

Although you may have imperfect eyesight, you still might benefit from reading training. According to Dr. Samuel Renshaw, Ohio State University psychologist, who was one of the pioneer researchers in the field of better reading, the cause of poor reading ability, in the overwhelming majority of cases, is not in the eyes but in the way their owners use them. He argues that reading is an acquired skill, like learning the multiplication table, which can be improved by training.

**T**HE FACT that virtually everyone can learn to read better is indicated by one student at the foundation, a man 67 years old, who boosted his rate from 200 to 571 words a minute. Another foundation pupil, about the same age, who hadn't completed high school, started with a reading speed of 200 words a minute also. When he'd finished, he was digesting 280 words a minute, a relatively small improvement, but still a faster rate than many management personnel can boast.

The officials at Minneapolis-Honeywell were able to improve their reading speed at a cost of a little more than \$30 per man. The idea originated at lunch one day, when a few of those who later became students started discussing the fact that they always seemed to have a pile of reading on their desks which remained the same height no

matter how hard they tried to reduce it.

The reason these officials, and a good many other management people, have trouble keeping up with their reading is this, according to the experts: adults concentrate on the word, rather than the idea, when they read. This habit comes from the courses in spelling, vocabulary, penmanship, and pronunciation taught in grade school.

Those who have studied the subject aren't arguing that we should have been taught fast reading, instead of the Three R's, in the fourth or fifth grade. They explain that you can't do much about speeding up a youngster's reading rate until he has entered high school.

But the experts maintain that when most people reach high school, although their vocabularies have increased appreciably, compared to what they were a few years previously, their method of reading has remained the same, essentially a process of reading one word at a time. In high school, say the experts, we should have been taught to read better.

The fact that most of us didn't receive this training is the reason an average sixth grader and an average adult each read about 263 word a minute and comprehend about 75 percent of what they read. Tests have shown this rate is equivalent to a pause at every word.

It is a commonly-held belief, reports Warren, that one-word-at-a-



"Write these job tickets out in pencil, Chips. The dumb office help we get nowadays can't read finger and grease writing."

time reading enables you to understand more. But actually, he explains, this type of reading confuses rather than clarifies. For example, when you read this word—"world"—you probably think of a large globe representing the earth. But, if we turn "world" into "world of books," the mental picture is entirely different.

It is this conflict between the mental picture created by seeing one word, and the picture of the same word modified by others coming after it in the sentence that causes confusion and reduces comprehension, Mr. Warren believes. The one-word-at-a-time, reader changes his picture of the sentence after every few words, he explains. The fast reader completes the sentence before forming any picture at all. As a result, the latter reads faster, and understands more, than the former, says Warren.

The key to reading faster, and to understanding more of what you read, then, lies in seeing more words with each glance, and in reducing the time spent glancing at each line.

**C**OURSES in fast reading employ two gadgets to force you to read faster. One is the "tachistoscope," which helps you increase the number of words seen at each glance. A group of words appears for a fraction of a second on the screen of the tachistoscope. The amount of time decreases to as little as one two-thousandths of a second during

training. With practice on the tachistoscope, the average student is able to increase the number of words he sees at each glance from one to as high as seven.

The other gadget, known as a "reading accelerator," trains the eyes to move swiftly down the page. It has a shutter which covers a page of written material as the student tries to read it. The idea is for the student to keep ahead of the shutter. As training progresses, the shutter is adjusted so that it moves over the page at gradually faster speeds. It can cover from 30 to 2,400 words a minute. The accelerator is designed to accommodate newspapers, books, magazines, or practically any kind of reading materials.

A typical course consists of training on each of these devices, plus the assignment of reading especially designed to increase speed and comprehension. At first, this reading is fairly easy, the kind you might find in the average newspaper, or in a popular magazine.

This type of material enables you to devote maximum attention to the technique of faster reading. The instructor tries to make you read as fast as you possibly can. Then, if your comprehension isn't satisfactory, speed is reduced gradually.

As the course progresses, the complexity of your reading assignments gradually increases. Also, you



are learning tips that aid you in reading this harder material without losing either speed or comprehension. One of the most important of these is the technique of stopping to look at a group of words at about the same points in each line.

Another involves developing the habit of relating each new idea to those that have come before. Once you can do this, you have a picture of the whole article after you have finished.

Reading courses are offered in several industrial centers of the United States. Generally speaking, the larger the group the lower the cost for each student. The 26 Minneapolis-Honeywell officials obtained their training from the reading service of the Institute for Psychological Service, Illinois Institute of Technology, Chicago. The charge was \$75 for each man.

This cost was divided equally between the company and the students.

### *A Sad Song*

*Let's join the chorus of those who are singing gloomily about the problems of the United States.*

*Let's admit it. We've got problems no other nation has. For instance:*

*No other country in the world has any problems caused by a surplus of food.*

*No other nation has such traffic congestion because so many people own automobiles.*

*In no other country do people take so many holidays and have so much leisure time to spend the money which they earn; more money than wage earners get in any other country.*

*And no other country has as one of its chief medical problems the fact that so many people are overweight because of the abundance they enjoy.*

*It's a sad situation, mates.*

In other words, the 26 officials spent about \$1.90 apiece for each of the 20 one-hour lessons. The training was taken at the plant, during working hours, with the company footing the bill for accessory expenses (such as the instructor's travel bill from Chicago).

The Foundation for Better Reading also has an office in Chicago, plus others in Detroit, Cleveland, Toledo, Cincinnati, and Milwaukee. New York City has the Reading Laboratory and the Speed Reading Institute.

Now look at your watch and see how you rate on this table.

Reading Time (minutes)	Reading Speed (word/minute)
One .....	2,000
Two .....	1,000
Three .....	666
Four .....	500
Five .....	400
Six .....	333
Seven .....	286
Eight .....	250
Nine .....	222
Ten .....	200
Eleven .....	182
Twelve .....	167
Thirteen .....	154
Fourteen .....	143
Fifteen .....	133

### QUESTION SHEET

- The average person reads as fast as:
  - a sixth grader
  - a child
  - his grandparents
  - a college student
- The trouble with the average reader is that he:
  - doesn't read fast enough
  - doesn't understand ideas
  - reads for ideas, instead of words
  - doesn't read enough
- Even with imperfect eyesight:
  - you should be able to read 3,600 words a minute
  - you should be able to identify airplanes
  - you might be able to read better
  - you shouldn't wear glasses
- The average management official devotes:
  - 15 hours a week to reading
  - 100 hours a month to reading
  - five hours a day to reading
  - 15 minutes a week to reading

5. The star pupil of the Foundation for Better Reading was able to:
- a. read 3,600 words a minute with 95 percent comprehension*
  - b. read 1,000 words a minute with 95 percent comprehension*
  - c. read 3,600 words a minute with 80 percent comprehension*
  - d. read 1,000 words a minute with 80 percent comprehension*
6. A major reason for poor reading habits is that:
- a. we don't eat enough*
  - b. children spend too much time in school*
  - c. grade schools emphasize the wrong subjects*
  - d. grade school subjects emphasize the word, rather than the idea.*
7. One-word-at-a-time reading:
- a. makes you a better reader*
  - b. makes it difficult to grasp ideas*
  - c. prevents you from visualizing the earth as a globe*
  - d. is not a common practice*
8. The way to read faster is to:
- a. sit in a comfortable chair*
  - b. go to high school*
  - c. form a mental picture after every word*
  - d. see more words per glance*
9. Reading courses utilize the:
- a. tachistoscope*
  - b. bronchoscope*
  - c. trachistoscope*
  - d. telescope*
10. A typical charge for reading training is:
- a. \$1.90 a week*
  - b. \$1.90 a lesson*
  - c. \$75 a lesson*
  - d. \$75 an hour*

**You will find the answers to the questions  
on the following page.**

## **NAF Staff Stages**

### **West Coast Educational Programs**

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The greatest concentration of NAF-staff-directed educational programs will be held in Los Angeles and San Diego during the month of June.

The sessions will be held under the direction of Dr. William Levy, NAF executive director of management development, and Raymond F. Monsalvatge, Jr., NAF manager of club service and promotion. A similar program in 1950 drew several thousand.

In Los Angeles, the NAF will present a special institute on June 18 and a Management Unity Seminar June 20 through June 24. These will be held in Roger Young auditorium.

Also in Los Angeles, a Conference Leadership educational program will be held at the auditorium on Saturday, June 25, and Monday, June 27.

A Human Relations Institute will be held in San Diego at the Institute of Aeronautical Science, Tuesday, June 28, and Wednesday, June 29. According to Dr. Levy, the institute has been one of the most successful NAF educational programs.

**Here are the correct answers to the reading test on page 23.**

(Note: score ten points for each correct answer, as listed below)

- |      |      |      |      |       |
|------|------|------|------|-------|
| 1. a | 3. c | 5. a | 7. b | 9. a  |
| 2. a | 4. a | 6. d | 8. d | 10. b |

# We, The People

By LOUIS RUTHENBURG

Chairman of the Board, Servel, Inc.

**A**S CITIZENS of the United States of America, we get just about the kind of government we deserve. When we are indifferent and complacent, government is not good. When we are aroused and demand good government, we get it. Our governments can stay in office only by giving us what we want.

Most of us don't like inflation. We remember when our dollars bought more. We are afraid our dollars will buy less in the future. We dislike high taxes. If we are realistic, we are concerned about higher taxes to come.

If present trends continue, we shall have more inflation and higher taxes. Why? Because we, the people, are indifferent, complacent and self-seeking. If we were informed, interested, aggressive and really patriotic, we could change the disastrous course very quickly.



**W**E LIVE in a period of prosperity without precedent. But our national government is spending more than it takes in. The fabulous national debt is increasing. That fact insures continued inflation. Another major depression or another war would increase deficits enormously. Fantastic inflation might follow. The buying power of our money could shrink disastrously. That has happened in other countries. It can happen here.

Of course, the major costs of government are for defense, for costs incurred in past wars and for interest on the national debt. These, of course, are necessary costs. But through better government we can get more for our money in these areas. That is being accomplished by the present administration.

But the budget could be balanced. The debt could be reduced. Taxes could be lowered. There are, for example, enormous and

This article first appeared as a guest editorial in The Evansville (Ind.) Courier.

wholly unnecessary costs of public power. These great projects soon will account for one-fifth of all the electricity generated in the United States. Billions of our tax money go to paying for public power. Investor-owned plants pay heavy taxes on income. Public power plants escape such taxes. Public power plants do not even pay reasonable interest for the taxpayers' money they use.

Then great chunks of our tax money go for crop subsidies. Last year the federal government spent over four billion dollars more than it took in. Something over six billion of our tax money is tied up in surplus farm products. Most of it probably will be lost. Like public power, farm subsidies hit us twice. Once for tax money. Again for higher food prices.



THERE is no reason for overemphasizing the costs of public power and farm subsidies. These are cited only as samples. We can find sources for saving in many other areas. Billions go into costly "reclamation" projects. Extravagantly we bring thousands of acres of irrigated land into production. These add to fantastic agricultural surpluses. Industry, businessmen, labor unions, schoolteachers likewise insist upon government benefits. Few groups escape infection. The disease is very contagious.

Once fed from the tax trough, each group that benefits not only resists weaning but constantly howls for more. Our elected governments either must concede or face removal from office.

So long as we, the people, complacently accept such conditions, we may look forward to more inflation and higher taxes. Thus we are weakened before our enemies. Thus we place our freedom and that of our children in jeopardy.

We get just about the kind of government we deserve. It may be later than we think.



*Prepare yourself for the world, as the athletes used to do for their exercises; oil your mind and your manners, to give them the necessary suppleness and flexibility; strength alone will not do.—Chesterfield.*

Convention Conferences to Study the

# MANAGEMENT MAN AND HIS FUTURE

**A**N OLD Scotchman once prayed: "Dear Lord, keep me alive while I'm still living."

Like the old Scotchman, the professional management man must never let himself slip into the sorry state of smugness and self-satisfaction.

Those who practice the NAF's Code of Ethics know there is a safeguard against this in the Code's fifth principle. It states that a good management man will keep informed on the latest developments in equipment and processing.

The importance of this principle cannot be emphasized too strongly. Bill Levy, of our staff, has maintained over and over again that in the fast moving picture today, with all its technological advances and engineering developments, you have to run like blazes just to stand still.

This is why management training conferences at the 32nd Annual NAF Convention in Fort Worth, Tex., Sept. 28-29-30 will be focused on things to come.

To do the job the NAF's educational department has picked authorities and experts who make the future their business. They not only

know what is new and what is coming, but how it will affect your job as a management man.

The amazing story of the future will be told at a conference on "The Shape of Things to Come." It will be conducted by Frank G. Kirtz, a St. Louis, Mo., patent attorney, who is an authority on electrical and electronic machines. He will discuss how the inventions of today will change both your work and your life.

Industry's new shape is already being formed in the drive to automation. It's bringing about the second industrial revolution and a social controversy. R. W. Bolz, editor of "Automation," who knows the subject as thoroughly as anyone in the country, will tell you about it at the "Automation" conference.

In addition a third conference is being arranged on the topic of "Electronics" . . . . the brain machines . . . . automatic controls . . . . and calculators.

At these three conferences you get the picture of the world ahead. Others explain where and how you can fit in.

For example, Dr. A. Q. Sartan, professor of psychology at Southern

Methodist University, will explain the modern concept of authority, management of the future, and management job components at a session on "Executive Development."

There's another way to develop called "Development by Subtraction." Cloyd Steinmetz, director of sales training for the Reynolds Metals Co., Louisville, Ky., will show you how to analyze your own weaknesses and take positive steps to correct them.

But no management man will go very far in the new picture unless he can develop the salesmanship to sell himself and his ideas. H. W. Wheeler, of the Ethyl Corp., Baton Rouge, La., is ready to tell you the secret at a conference on "Selling Yourself and Your Ideas."

Conversion to new manufacturing processes will put a heavy burden on the front-line supervisor. He will have to train not only new employees coming on the job for the first time, but his older employees to do new operations. A conference entitled "Employee Training by the First-Line Supervisor" by the training division of the Aluminum Company of America, Pittsburgh, Pa., is a bread and butter topic for all levels of supervision.

The foreman can also expect more demands on his time and skill in the field of labor relations. His role will be outlined in a conference titled "The Foreman Faces a Grievance," conducted by B. K. Melekian, superintendent of industrial relations for the Douglas Aircraft Co., Tulsa.

More and more management men are taking courses in public speaking. But don't ignore the fine art of listening. Dr. Wesley Wikesell of Louisiana State University will tell you how essential it is in supervisory work at a conference on "Listening: A Key to Better Management-Employee Relations."

You can surely expect your customers to demand more and more quality. That makes taking in the conference on "Your Quality as the Customer Sees It" a must. Gordon C. Kennedy, coordinator of quality control for the Bendix Aviation Corp., knows the proven methods of keeping the customer satisfied.

Still another conference is being arranged on the technique and method of inventory control.

You can expect more and more government in your job and life. And although it's a good idea to "Mind Your Own Business" lots of people seem to ignore the fact that government is their business. At the "Mind Your Own Business" conference Chuck Hanna, labor relations and employee counselor, has a dramatic presentation about your stake in American government.

In addition to the conferences, the NAF staff will conduct six club workshops pointing the way to successful club operation. The workshops will include club programing, education, finance, conducting meetings, civic activities and the advantages of the NAF.



Don't ignore efficiency in the pay check.

If you do, you'll probably lose it.

## Top Work Merits Top Pay

**A** POTENTIAL source of personnel costs and also personnel dissatisfaction in a company is the relation between the employee's efficiency and his salary, reports Industrial Psychology, Inc., national psychological research organization.

With today's emphasis on the guaranteed annual wage, shorter work week, and other company-underwritten benefits, top management needs a scientific approach to payroll costs.

A sound program of wage and salary administration involves four systematic steps: job description and evaluation, correct employee placement on a specific job, periodic reviews of his job efficiency, and a numerical system of relating job efficiency to salary paid.

*Step one. Job description and evaluation.* This involves a written description of the duties, functions and responsibilities of each job or job area in the company. The jobs are then located on a scale in terms of their importance. Job importance is determined by evaluating each job on factors such as physical, mental



and skill requirements, responsibility, working conditions, etc.

A salary range is set for each job or job area. The salary range has a minimum (also usually entry) salary, and a maximum salary for the job. A junior clerk job, for example, may have a minimum salary of \$175.00 per month, and a maximum of \$220.

This range may then be broken down into steps, for the purpose of salary increases.

The end result of a sound job description and job evaluation program is a system for paying employees which has a logical and objective basis, and is applicable company-wide. Entry salaries and salary increases are pre-set by the system, not by individual decisions of the moment.

*Step Two. Correct employee placement in his job.* The new employee enters a specific job in the company, usually at the minimum or entry salary. He climbs the salary ladder in relation to his job performance or efficiency, with increases based on merit, not mere seniority.

To make sure he can climb the salary ladder, the new employee must be properly matched to his job. This is carried out in the employment procedures, by psychological testing and interviewing.

Putting an employee on a job for which he lacks the psychological qualification is poor employee relations, because chances are against his getting very far above the min-

imum salary level. This employee is not only a liability in terms of production, but his own mental health suffers from his job misplacement.

*Step Three. Periodic efficiency reviews.* The employee is now working on a certain job at the entry salary. After three months, a scheduled review is made of his efficiency, in part to see if his performance justifies a raise. This can be accomplished by a sound merit rating program.

New developments in merit rating have reduced the amount of guesswork, favoritism and influence, and provide the supervisor with a technique which is objective and systematic. Newer merit rating systems furnish an overall score (on a scale from one to nine), and also part scores on various phases of an employee's job performance. Merit rating should be carried out three months after the employee is on a new job, after six months on the job, and every six months thereafter.

*Step Four. Relating efficiency to salary.* With merit rating results expressed as numbers and the job salary range expressed as numbers, a scale such as that below can be

Merit Rating	1	2	3	4	5	6	7	8	9
	performing below minimum salary								special salary plan
Salary			\$200	\$205	\$212	\$222	\$236	\$250	

In the table, a merit rating score of 3 is set up as equivalent to the minimum salary for the job, and a merit rating score of 8 as the maximum salary.

constructed for each job in the company.

In using this table for each company job, salary inequities become immediately apparent. For example, an employee who scores at four on merit rating and is being paid \$222.00 is "overpaid." He is being paid at a six efficiency level, but performing at four. The company is actually losing \$17.00 per month on this employee, and is also creating a morale problem with other employees.

The other type of inequity is the "underpaid" employee. He is rated, for example, at a seven score, but is making only \$205.00 (equivalent to a four rating). Unless special ratings are set up for this employee so that he can advance his salary up to his efficiency level, he will soon decide to change to another company where

the salary plan is more equitable.

Employees with only one or two years seniority should be closely watched in this respect.

It should take the average employee two years to move from the minimum to the maximum of the salary range. Some employees will never reach the maximum, since their performance will level off at the five or six efficiency level. Their salary should also level off at this point.

The personnel director should present to management inequity information such as the above for each employee in the company, at least twice a year. Salary administration is a two-headed problem, having a large bearing on company profit and loss, and also on employee morale. Therefore, it is a top management responsibility.

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Use of radio activity in the field of medicine has increased to a point where it is estimated more lives have been saved by the atom today than were destroyed in the Hiroshima and Nagasaki explosions which shook the world in 1945.

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Fear is shown in many ways, emphasizes Bishop Fulton Sheen in his book, "Peace of Soul." When a person is not right on the inside, there can be nothing right in his outside activities. People project their own discontent to others. What should be an unrevealed self-criticism will express itself in cantankerous, critical faultfinding, Bishop Sheen warns.

---

An experienced wife is one who can maintain a cheerful silence while her annoyed husband talks himself into a good humor.



"You'll get along better here, Regan, if you stop repeating, 'Damn! Ain't it 5 o'clock yet?'"

## Bendix, Convair Win Annual NAF Bowling Tourney

**J**ET CONTROLS of the Bendix Products Division, South Bend, Ind., took the team honors in the Seventh Annual NAF Bowling Tournament sponsored by the Chrysler ABD Management Club of the Automotive Body Division, Chrysler Corp., Detroit.

The boys from Bendix rolled 2939 (with handicap) to top a field of 278 entries and came up with the highest actual pinfall, 2654.

"Sales" of the Ohio Rubber Co., Willoughby, Ohio, was second with 2932; "Weaving," Industrial Rayon Corp., Painesville, Ohio, third, 2924; "Kingsmen," Chrysler ABD, fourth, 2919, and "Bendix 863 Drafting," fifth with 2912.

In the telegraphic contest the Convair "Pin Busters," of Convair Division, General Dynamics Corp., San Diego, Calif., took first place with a 3087 nosing out "Fuselage," another Convair-San Diego team, which finished second in the field of 371 teams at 3055.

When the scorers finished the count at the regular tourney in Detroit, Fred R. Meyer of the Electric Auto Lite Co., Toledo walked off with individual handicap honors. He rolled a 600, which with a 78 handicap, gave him a 678 total and \$75 in cash prize money. Tom Powell of the host Chrysler ABD finished second on a 671. John L. Proctor, National Tube Division, U. S. Steel Corp., Lorain, Ohio, was third with 667.

Raul Mancini, also of Chrysler ABD, had the highest actual pinfall, 612.

Lockheed Management Club of Georgia, located at Marietta, Ga., travelled the farthest distance to compete in the tourney and of all the visitors the National Tube Management Club of Lorain had the largest number of entries of any company club, 34.

The Foremen's Club of Toledo sent 42 teams. This was the largest number of entries of any city club.

Other winners in the telegraphic contest were "Gears" of the Giddings & Lewis Machine Tool Co., Fond du Lac, Wis., third, 3034; "DC-7" of American Airlines Inc., Tulsa, Okla., fourth, 3015, and "Mechanical Powerhouse" of Aluminum Co. of America, St. Louis, Mo., fifth with 3012.

"Mechanical Powerhouse" had the highest number of actual pinfalls, 2721. James Stevens of Convair-San Diego rolled a 699 to take the individual handicap honor.

# WORK Smarter --- NOT Harder.....

**A** MERICANS have a strong desire for improvement. We not only like to get things done, we like to do them better than anyone else.

Improvement is part of the American way of life.

Through the years of America's tremendous growth, people in industry have developed an improved method of improvement. At various times in our industrial growth this improved method of improvement has had different designations. Today it is best known as "Work Simplification."

Work simplification has become a science, complete with specialists and experts. Many of these experts have had special training or have developed special skills in the field. But they hold no exclusive right to

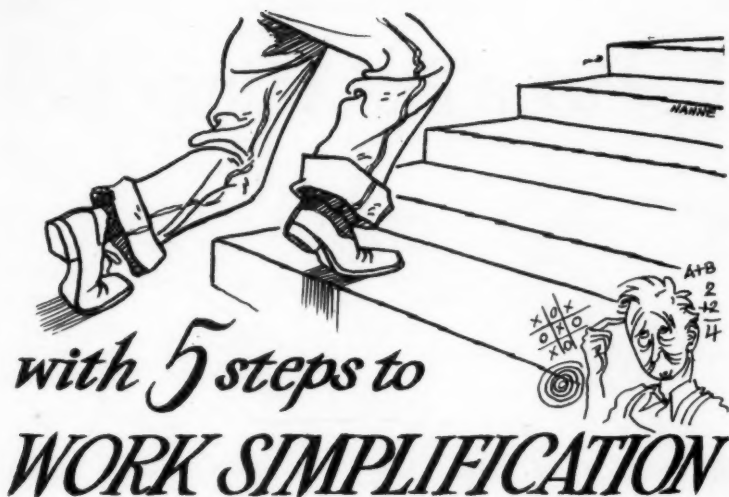
work simplification. What's more their methods are adaptable to any type of work.

All management men can and should learn work simplification fundamentals.

Whether you realize it or not, you already practice work simplification when you drive down a back street to avoid traffic.

It's a part of every day life. Yet no matter what we do, or how we do it, there's a simpler, easier, and better way.

The wife who carries a stack of dishes instead of one at a time is practicing work simplification. Many household tasks and jobs around the home, as well as the office and the plant, can be made easier if you take the time to study and analyze them.



An automatic transmission is a brilliant example of engineering and design—all aimed at eliminating work for the motorist. Starting a car with a conventional type gear shift involves 14 operations. Count them yourself and then multiply them by the number of times you start up and stop in traffic to and from work. You'll be amazed how this routine task accumulates work for you.

In most instances, however, the answer is simpler and cheaper. If you study and restudy the job, the solution for improvement may mere-

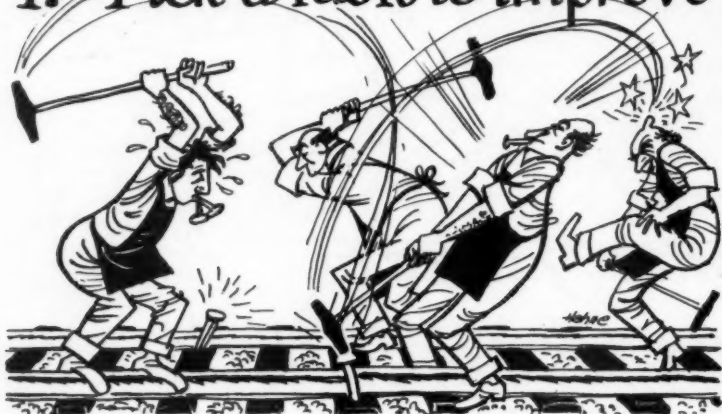
ly involve the application of a profound truth: the shortest distance between two points is a straight line.

We waste steps getting things and putting them back. We stoop. We reach. Things aren't in the right place when we look for them.

On the job and in the home, convenience, handiness and good house-keeping pay off. Work simplification expresses the natural instinct for order and the easy way. It is improvement in a purposeful, business-like way. Its foundation is a five-step pattern.

**EDITOR'S NOTE:** *We are indebted to SYNCHROSCOPE, a publication of The Detroit Edison Co., Detroit, Mich., for the material on Work Simplification contained on the following pages.*

# 1. Pick a Task to improve



**A**LMOST any operation we perform on the job or in the home can be improved. We get the best results, however, when we select those things in which improvement will make the most difference. In picking some phase of work to improve, ask yourself:

First, does it take a lot of time?

Second, is it done frequently?

Third, does it hold up other work?

Fourth, is there a safety hazard?

Fifth, is it expensive?

Sixth, is waste involved?

Seventh, does it require moving, or preparation?

Eighth, is it an undesirable job?

Custom and habit make many things bearable. With our eyes on the results we seldom see methods. The whole purpose of work simplification is to take unnecessary effort and waste out of work.



**B**EFORE you can improve a method you must know exactly what the method is. We are seldom completely aware of all the steps. Jot down the steps and operations in the order in which they are performed—not from memory or hearsay, but from direct observation. For practice jot down the steps in lighting a cigarette with:

First, a pack of safety matches.

Second, a pocket lighter.

Third, off the stove.

In charting the operations of the job you study, follow either the man doing the work or the material which is being worked. This will make your job breakdown easier.

You will find that most jobs consist of:

First, make ready.

Second, "do" operations.

Third, put-away or clean up.

## 2. Get the facts on the present method...



### 3. Ask why it is done this way....



**G**O DOWN the line of each step you have listed. Ask yourself:

First, is this step necessary?

Second, must it be done this way?

Third, must it be done at this point?

Fourth, could the steps be rearranged to advantage?

Fifth, could some steps be combined?

Sixth, could some one else do this step better?

Seventh, would a special tool or gadget help?

Jot down your ideas as you go along. With the facts before you it becomes easier to find the "why" for each detail.

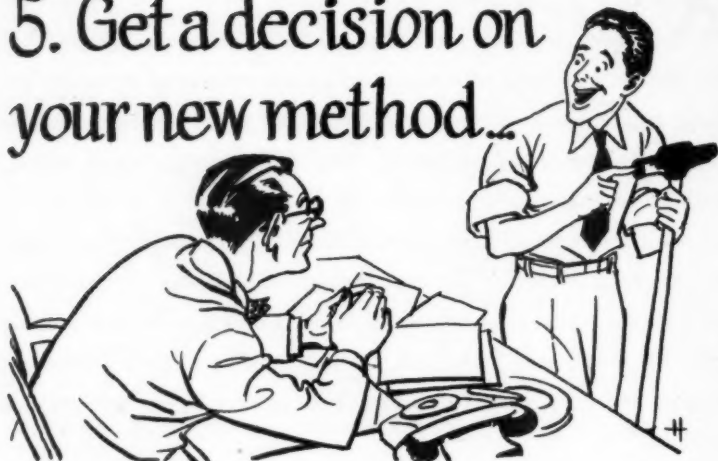
Instead of making a vague and general attack on the problem, you will be going over the procedure the same way a vacuum cleaner goes over a rug, missing nothing in its path.

AS YOU proceeded with your questioning in Step 3, alternate ideas probably kept popping into your mind. Now is the time to select and arrange a series of steps that make up a better way of doing the job. Some improvements require special equipment. Some can be made with better use of the present equipment. Many times rearrangement of existing facilities produces surprising results. Psychologists make an interesting distinction between creative and critical thinking. Creative suggests new possibilities. Critical thinking involves passing judgment on existing things. Critical thinking can easily become the enemy of creative thinking and hold it back. So keep them apart. First, let your ideas run wild. Second, get critical. Your new method should be novel (creative) . . . and practical (critical).

## 4. Work out an easier way



## 5. Get a decision on your new method...

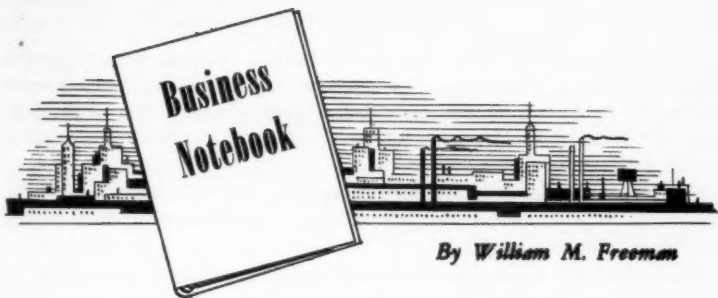


**I**F YOUR new method is really worthwhile it should be easy to sell your boss. But be sure you organize your approach so he gets the facts he needs to make his decision.

Show him the old method (Step 2). Explain what's wrong with it (Step 3). And show him how your new method (Step 4) will improve the work.

Give him an estimate of the time that will be saved, the installation costs, if any.

You can use the five-step approach by yourself or with your associates. Their ideas will be very valuable. You will stimulate each other. And even more important, if you find a new way they will be more enthusiastic about it and more willing to accept it.



*By William M. Freeman*

**T**HE DOWNFALL OF ROME was preceded by excessive attention to luxuries that diverted the interest of the Romans from the menace of the advancing barbarians. Such a situation seems to be developing all over again. The tiny shadow on the horizon, no larger than a man's hand, is contained in an apparently harmless advertisement for a "commuter's coffee cooler."

It is a solid aluminum cylinder, with a polished wood handle, designed to be inserted in a cup of coffee ordinarily too hot for the man who gulps in a hurry on his way to the morning train. It is offered—a steal!—at a mere \$2.50.

A generation hence, when one or two of the survivors emerge from the safety of a lead mine to poke about the ruins of a civilization, such a cylinder might be handy in cooling an atomic hot foot.

Another warning signal on the horizon: An advertisement appeared the other day for a device that will tear up confidential papers and records you want destroyed. The mechanism has "extra-easy slanted gravity feed, safety throat" and other high-class features, converting the papers to unreadable shreds. And it costs a mere nothing, a mere \$285.

The simple match and the fire are no longer sufficient. The \$285 gadget with "smart functional design," plus electric power to run it—that's the way in the modern age. Rome, move over.

## **JOB TURNOVER**

New employees cost a lot to hire and train, so a business enterprise of any size has a powerful interest in cutting down movement from job to job. Anything that helps employee morale—cafeteria facilities, a plant newspaper, better washrooms and the like—helps to reduce expensive training of a steady procession of new workers.

There is a widely-held belief that advertising men are notoriously unstable,

that they move blithely from one job to the next, pushed, perhaps by the shift in accounts. This view was attacked the other day by Lawrence Valenstein, president of the Grey Advertising Agency, who had been studying figures of the Bureau of Labor Statistics and the American Association of Advertising Agencies.

These showed, he said, 20 other industries, led by anthracite mining, transportation equipment and miscellaneous manufacturing, had higher monthly turnover rates.

How does your plant rate in terms of job turnover with other plants in the same field? Better? Or worse? Why?

### DO SOMETHING WITH YOUR IDEAS

What do you do with ideas, assuming you have them now and then? Do you think one up, wonder if there isn't some place where you can take it and then forget the whole thing?

One man who had a good idea did something about it. His name is Ray Josephs, and his idea blossomed into a book entitled "How to Make Money from Your Ideas," published at \$3.95 by Doubleday.

The volume is a guide detailing how thousands of persons with ideas cashed in on them. In addition to telling how to trade the ideas for cash with manufacturers, stores and various other buyers, how to go after contest money, how to protect ideas from thieves, the book explains why mechanical training and special knowledge are not essentials. It goes on to suggest what ideas are wanted in new products for industry and the home. One bit of good advice in the book is to the effect that one need not wait for inspirations. Mr. Josephs lists fifteen suggestions to start you out and goes on to tell of inventions wanted for specific purposes. The book is a good one for company libraries.

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*Having noticed that his Scottish guide usually went bareheaded in all sorts of weather, the London sportsman made him a gift of a fur cap, the kind that has the heavy ear flaps for extra warmth.*

*On his next visit to the hunting lodge, in the middle of winter in the Highlands, he asked the old Scot how he liked the cap.*

*"I hae not wore it since the accident," was the gloomy reply.*

*"What accident?" queried his benefactor.*

*"Jock MacLeod offered to buy me a drink," sighed the guide, "and I didna bear him."*

## Test Your Word Sense

Here's a good way to improve your vocabulary. Pick the best definition or use of the words and turn to page 59 for the answers.

1—A FORMIDABLE object:

- a—looks big*
- b—stands high*
- c—excites fear*
- d—is impassible*

2—To SMIRCH is to:

- a—slander*
- b—smear*
- c—snicker*
- d—hate*

3—An IMMACULATE person is:

- a—spotlessly clean*
- b—without fault*
- c—painfully precise*
- d—particular*

4—If you ALIENATE someone you:

- a—win their friendship*
- b—criticize them*
- c—praise them*
- d—lose their friendship*

5—A ZONULE is:

- a—used in steel*
- b—a little zone*
- c—a small plant*
- d—a chemical*

6—A TACHOMETER is a:

- a—speed counter*
- b—scale*
- c—ruler*
- d—gage indicator*

7—A PEDOMETER measures:

- a—speed*
- b—steps*
- c—height*
- d—distances*

8—To EGRESS means to:

- a—work*
- b—leave*
- c—loaf*
- d—enter*

9—To INGRESS means to:

- a—enter*
- b—leave*
- c—trespass*
- d—stop*

10—MAGNITUDE refers to:

- a—greatness*
- b—ability*
- c—stars*
- d—likeness*

11—KINEMATICS is the science of:

- a—sound*
- b—production*
- c—machines*
- d—motion*

12—A SABULOUS object is:

- a—rough*
- b—round*
- c—sandy*
- d—long*



**W**ASHINGTON is the Capital of the world, but industrially its importance is pretty close to zero. The largest single non-government employer is the local telephone company.

Yet decisions being made here affect the pay of millions of workers all over the country, for better or for worse. Those decisions are bound to have a long-range impact on all ranks of management.

The "clear and present danger" is pending legislation for increase in the minimum wage. None of the bills before Congress have been enacted, and therefore it's impossible to tell just how many millions of workers, how many millions of dollars are involved,—and how many jobs may be lost.

The Administration is backing a 15c-an-hour increase—from 75c to 90c. This was vigorously urged and defended before the committees by Labor Secretary Mitchell. Organized labor, A. F. of L., C. I. O., and many of the independent unions, insist that the minimum must be \$1.25. Spokesmen for employer groups, such as the National Association of Manufacturers and the United States Chamber of Commerce, are just as vigorous in opposing any increase, and in fact some have argued, literally, for a return to the principles of 200 years ago.

However, the political realities of life are that some raise is likely to go through.

### 1.3 MILLION DUE FOR SIZABLE BOOST

Taking the Administration figure of 90c an hour, some 1,300,000 of the 24 million workers now covered by the law (Fair Labor Standards Act of 1938,) will receive at least 15c an hour more. In addition, the Admin-



istration-backed bills would bring another 2,100,000 persons employed in interstate retail and service chain organizations under the act. Many of them will get even better than 15c an hour raises.

Under a 40-hour work-week, 50 weeks a year, that would mean a minimum of between a half and three-quarters of a billion dollars a year added to our national purchasing power. Or that management will have to find a way of paying to the least productive workers by reason of legislative fiat. It's all according to how you look at it, but there's no reason you can't see it both ways.

Of course the impact of an increase in the minimum wage doesn't end there by any means. If the lowest level of workers are raised, succeeding strata are sure to demand corresponding increases. As every supervisor knows, those "psychic returns" of differentials in pay are important. We all demand recognition of our particular skills, abilities, experience, and industriousness.

Management will have to find a way of meeting pay rolls made top-heavy by a couple of billions of dollars more a year.

### SUPERVISORS MUST DO STILL BETTER JOBS

This will call for a "management offensive" so to speak, and supervisors will be right in the front line. The less productive workers will have to be trimmed off. The less skilled must produce more, and this is going to require even smarter management by the men who have to get the work out.

Also, the situation will give added impetus to what is perhaps the most significant development of our time, automation. There are those here in Washington who maintain, very convincingly, that automation will have a greater impact on our way of life than even atomic energy.

### "BUTTER, NOT GUNS"

Atomic energy, for war and for peace, is of course far more dramatic than automation, even if the latter may be more important in the next 20 years.

Among the dramatic atomic developments that recently have come again to this reporter's attention are some of the "by-product" rays which preserve food better than by refrigeration. For example, the bologna in a lab worker's sandwich can be exposed to a type of controlled nuclear reaction, so to

speak, then wrapped in paper and put in a desk. Months later it's still edible—and tasty.

The potentialities of such uses of nuclear energy open up still another great avenue of hope and opportunity for us, in view of our tremendous agricultural productivity and recurring food surpluses. Senator Clinton Anderson, chairman of the Joint Congressional Committee on Atomic Energy, points out that so far about all the Asiatic and other less privileged nations have had from America's great atomic achievement is the threat of being blown up, burned, or killed by radiation from it. And compact atomic power plants still seem a long way off because of their cost.

But now that we can find a way to preserve our food surpluses cheaply, and thus simplify greatly the economics of distribution, we may literally be able to offer the other nations of the world butter instead of guns.

## KNOW-HOW AND THEORY

It's significant that the two mainsprings of the industrial revolution in our time—automation and atomic energy—both require the peculiar ability of the American foreman. That ability is to put theory into practice, to make an idea work, to get people to pull together to get a job done. The scientific side of "atomic secrets" are not really secrets. The scientific, theoretical principles of nuclear fission have been pretty well known to a good many physicists since the time Einstein came up with "E equals  $MC^2$ ." The thing that's really secret is the know-how of putting the abstract theories of physics into practice. And because that ability of the foreman is a part of the American genius, we have been the pioneers in atomic energy.

So, too, with automation. It's going to require foremen's abilities, and lots of it, to make the systems and machines do the job.

## WASHINGTON STEW

Supervisors will want to watch, in addition to the minimum wage bills, the new "draft" law for military service. It's going to affect all of our sons, and maybe us too. Also the Labor Committee's resumed inquiry into welfare and pension funds, with the question mark on wholly management controlled funds this time. And the federal road and school aid programs. Are we going to have smarter cars driven faster and faster over better and better roads by dumber and dumber drivers?




**Meet gorgeous Chris Brellein, who is a major attraction at the Douglas Aircraft Company's Long Beach, Calif., plant. Anyone can see why.**



"Wonder what they're arguing about this time?"

# Management Team of the Month



Kokomo Foremen's  
Club

**M**EMBERS and officers of the Kokomo Foremen's Club are great believers in the NAF principle of exchanging ideas. There is no better way for management men to exchange ideas than the plant tour or "plant visitation" phase of an NAF club program.

Long considered a program phase having "only intangible" benefits, the plant tour has not received its proper recognition. We of the Kokomo club have begun to keep records of some of the ideas our members have picked up on plant tours and applied to their jobs, and how the ideas have benefited the men and companies.

Two of these case-histories have resulted in benefits exceeding \$29,000.00 per year by two of our affiliated companies. The NAF members who sought, found and applied the ideas have proven their worth as enterprising management men. And the real worth of our plant tours program is clearly indicated.

Like many clubs in the organization, we take plant tours at least once a month. But we are aware that our club members are missing the most profitable and enlightening phase of these tours if they merely examine the facilities and the equipment.

You can't just look. You've got

This is the third time the Kokomo Foremen's Club has won the Management Team of the Month award. The statistical documentation contained in this winning entry should encourage other NAF management groups to tabulate the direct results of plant tour programs. The Kokomo Foremen's Club has been able to trace tangible benefits from its plant tours to its affiliated companies via its management members.

*The Editors*

to talk to the people there and learn the "whys" of their operation.

For this reason we have tried to emphasize open discussion between our people and supervision in the plants we tour. Quite frequently our members come home from the tours with good ideas. They modify them, or use them to get a new approach to their specific operations and problems.

Even more important is the experience our younger members gain. Some of it would take years and years of experience in their own work. But let us give some examples:

One of our members is a foreman in a department which turns out heavy sections weighing up to 2,000 pounds. These sections are rolled out on a conveyor for about 100 feet before they reach their stopping point. During this travel on the conveyor they pick up considerable momentum because the conveyor has a downward slope. Yet they have to

be brought to a standstill in a distance of one foot.

The slope of the conveyor cannot be eliminated, but the damage created in the stoppage had to be reduced.

With our club this foreman toured a plant where air cylinders and hydraulic braking systems were being used. The answer to his particular problem was there before him.

He returned to his own plant and installed a similar air brake stop which eliminated a \$2,000 annual repair bill and considerable production loss.

Another foreman in the club had a problem of an entirely different nature. He too, found the answer during a plant tour in a discussion with a fellow foreman.

The foreman needed to find some method of obtaining uniform heat throughout the length of a 15-foot oven. He had been working on it for a year without success. But he

### How To Qualify For Award

To qualify for a Management Team of the Month award, a club's entry should:

1. Contain specific factual and statistical documentation of the accomplishment of a club project which is in keeping with NAF objectives.
2. Concern a club project which materially benefits the sponsoring company, contributes to the development of individual management club members, or improves the community through the exercise of management leadership prerogatives by the members of the NAF club.
3. Be approximately 500 words in length.

picked up some ideas during the talk with the other foreman, returned to his own plant and drew up a plan. Top management accepted it. The result was a \$17,000 saving in the first year, including the price of installing the equipment. It is estimated that \$27,000 a year will be saved in the future.

We are living in an industrial

area which is characterized by high production standards. We feel our club is equipping its 750 foremen to meet these high standards and to raise them. Plant tours, in connection with our other educational programs, conferences and monthly meetings, are showing the way.

*Charles M. Coe, President  
Kokomo Foremen's Club*

## NAF Calendar

**JUNE 6-10, 1955**

Management Unity Seminar  
Dayton, Ohio

**AUGUST 22-26, 1955**

Management Unity Seminar  
Dayton, Ohio

**SEPT. 28-29-30, 1955**

32nd Annual NAF Convention  
Fort Worth, Texas

**OCTOBER 1, 1955**

Board of Directors Meeting  
Fort Worth, Texas

**OCTOBER 17-21, 1955**

Management Unity Seminar  
Dayton, Ohio

**DECEMBER 12-16, 1955**

Management Unity Seminar  
Dayton, Ohio

**FEBRUARY 4, 1956**

St. Louis Area Council Conference  
St. Louis, Mo.

**MAY 12, 1956**

Regional Conference  
Syracuse, N. Y.

## NEW CLUBS

**Lock Club**

Kwikset Locks Inc.,  
Anaheim, Calif.

**NASSCO Management Club**

National Steel & Shipbuilding Corp., San Diego, Calif.

**Huntington O-I Management Club,**

Owens-Illinois Glass Co.,  
Huntington, W. Va.

**Bendix-York Management Club**

Bendix Aviation Corp., York  
Division, York, Pa.

**Northwest Airlines Management Club**

Northwest Airlines Inc.,  
St. Paul, Minn.

**Linde Foremen's Club—Speedway Factory**

Linde Air Products Co.,  
Prest-O-Lite Factory, Speedway, Ind.

**Jaeger Management Club**

Jaeger Machine Co.,  
Columbus, Ohio



## How would you have solved this?

**NOTE:** To be considered for \$10 cash awards and certificates of special citation, all solutions to the problem must be postmarked no later than July 1, 1955. Address your solutions of no more than 500 words to Editor, **MANAGE**, 321 West First Street, Dayton 2, Ohio.

### **HERE IS THE NEW SUPERVISORY PROBLEM FOR THE MONTH**

Bob and John were appointed supervisors in a large corporation about two years ago. The cost control areas in the company were divided by product. By coincidence both Bob and John had an equal number of subordinates.

Both were eager to do a good job and in their eagerness to do the job, they established friendly competition between their groups. However, in time, the friendly competition became open warfare. Not warfare between the subordinates, but warfare against Bob and John. Their driving tactics had been overplayed. Many of their men were seriously considering an appeal to Bob and John's boss, Mr. Roe. Several valuable employees asked for transfers before Mr. Roe realized what was happening. When Mr. Roe discovered what was going on, he was stumped. What should he do?

You are Mr. Roe. What would you do?

*(Remember the deadline, July 1, 1955)*



### THIS WAS THE SUPERVISORY PROBLEM FOR MAY

Dick had been hired as a machinist at National Gasatskie Pin just prior to World War II. He had made several splendid contributions to the suggestion program and had impressed his employers so that they regarded him as a promotable employee.

Dick did receive some minor promotions: job setter to group leader. Then finally he was placed on the management team.

During the time Dick was an hourly rated worker one of his responsibilities was to establish the feeds and speeds for a certain component. Because he wanted to be one of the boys, Dick would set the machine just low enough to make it difficult for the time study engineer to detect it. After the study had been made he would increase the feeds and speeds to the proper setting and thus make it easy for the boys down the line to meet the standard.

However, shortly after Dick's promotion, he decided to gain the attention of his employers again as he had with his suggestions. He figured that raising the production of his department would do it. So he notified the time study engineer that some improvements could be made and that the jobs should be restudied.

Each job was restudied and there was an increase in the standards and quotas.

But Dick hadn't counted on the resentment that swelled up among the employees. They became uncooperative. They began to grumble. Then came grievance after grievance.

It got so bad Dick finally informed his superior what he had done.

If you were Dick's boss how would you have corrected this very difficult situation?

### THE WINNERS

The following are the best solutions to the supervisory problem for May. The winners have received checks for \$10 each and a handsome two color Merit Award certificate suitable for framing.

#### ADMIT THE ERROR

*By Joe Stein, Hughes Management Club, Hughes Aircraft Co., Culver City, Calif.*

Here is my answer to the May supervisory problem:

No supervisor can ever be any greater than the esteem his superiors and his subordinates hold for him.

If Dick was guilty of any "shady" or questionable deals while on hourly pay, he must openly discourage these practices, in such a way that he gains respect and stature from his former buddies. After all, Dick himself pulled these "deals" and none of the blame should fall on the men.

Instead of being open and above board, Dick has estranged himself by "apple polishing" and has earned the disrespect of his men. The resentment is only natural. The men feel they are being double crossed. An open rebuke by Dick's boss might correct Dick, but will not erase the resentment which has built up.

In my opinion, Dick has only himself to blame for this and his

usefulness as a supervisor to these men is certainly open to question. Even a transfer to another group would not help Dick. News travels fast and would follow Dick to the new men whom he might supervise.

If I were Dick's boss I would read the riot act to him about double dealings. I would expect Dick to earn the respect of his men by working openly and showing them he can "take it" and admit he was wrong in his methods. This will be rough on Dick but, human nature being what it is, the men will gradually come to respect Dick as the "boss." They will respect his courage to admit an error and his courage to continue. Also, in allowing Dick to redeem himself the "big boss" is showing the men he does not condone double dealings and this will improve morale.

I feel this method will restore Dick as a useful member of management of the National Gasatskie Pin Company and should discourage this type of practice in the future.

#### GIVE HIM A WEEK

*By Kenneth M. Lucas Jr., Tona-wanda, N.Y.*

In production and incentive jobs where time is a major factor, I believe the jobs should be reclassified a couple of times a year, or oftener. However, in Dick's case, the situation is different.

There may be only two alternatives for his boss. He can either

transfer Dick out to another department, or else give him the pink slip.

However, I believe Dick might be able to remedy this situation on his own by telling the boss the whole truth about the situation as it is and asking for another chance.

If he is given another chance, he should be warned that in one week the matter better be settled, or he will have to find another spot.

I think Dick can straighten the situation out within a week's time by talking to the employees about it. If someone else has a sound and reasonable answer for this situation, I would listen and try to follow it. It might be possible to extend his time two weeks and I'm certain that if a foreman is close to his workers, he will get the best results in production.

#### DICK SHOULD RESIGN

*By C. F. Thomallo, Hughes Tucson Management Club, Tucson, Ariz.*

Here is my solution to the "How Would You Have Solved This?" May problem:

There seems no reason to doubt Dick's capabilities in industry. He has proven himself a leader of men. But he has also proven himself a selfish and *unprincipled* leader of men—a representative of management who could very well destroy his employer's business.

The fact that he confessed his guilt to his superior might be accepted as a mark of virtue were it

not a confession induced by the force of circumstances that affected his position. Does one glorify a general who dotes on the laurels of his victories that cost the lives of thousands of soldiers when a little honesty and prudence might have saved their lives and won the same victories?

There was no apparent reason

for Dick to deceive either his fellow-workers or his employers—except to promote his ego. Under the circumstances, it would be an act of philanthropy for Dick's superior to request his resignation at once before the infection of dishonesty and disloyalty permeates the entire industry.

## YOUR REAL BOSS

Sometimes it is forgotten, but every worker in American industry has but one real boss.

His real boss is the customer who provides the money for his paycheck.

To keep *one* average job holder at work in the following industries, here is what surveys indicate customers must do each year:

Soap.....	Take six million baths
Steel.....	Use 750,000 tin cans
Gasoline.....	Drive a million miles
Stockings.....	Wear 12,000 pairs
Refrigerators.....	Buy 60 new ones

If his boss, the customer, doesn't like what he produces, or if someone else in the same kind of job in another company does his job better, a worker can be "fired"—by the customer.

This is the core of our free enterprise system. Competition is created, which puts more and better products more cheaply into American homes.

### *Lincoln's Reading*

About all Abraham Lincoln could do when he was twenty-one, as he said himself, was "to read, write, and cipher to the rule of three." He never went to school after that. There was no college training for him.

Yet he got an education. How did he? He said, "The little advance I now have on this of education I have picked up from time to time under the pressure of necessity."

He became an educated man, a wise man, a cultured man because he had what is far more important than money. He had an intense desire for knowledge. Men usually get what they desire and in the measure of that desire.

Lincoln read Gibbon's *Decline and Fall*. He read Shakespeare. He read Bunyan's *Pilgrim's Progress*. He studied elementary English grammar. He even mastered Euclid.

Available to him were only a handful of books. Most of us have ready for our use the resources of the public library. A liberal education is waiting for us to take. If we fail to take it, the fault is our's.

President A. Whitney Griswold of Yale, said in a talk: "The soundness, the earthy quality of all Lincoln's judgments of men and events and at the same time, the humaneness, the breadth of vision, the warmth and sympathy, of those judgments bespeak the value, all of the values, implicit in the phrase 'liberal education.'"

Your public library offers you a liberal education, free of all cost, except the manifestation of your desire for a liberal education.

"To all who fear automation will cause unemployment let us call attention to the simple fact that over 50 per cent of our industrial employees are now engaged in making products utterly unavailable to the common man or beyond his purchasing power just 60 years ago. Similarly, a few years from now a large percentage of America's working population will probably be absorbed in the production of commodities undreamed of now or considered beyond the reach of the average pocketbook."

Colonel W. F. Rockwell, chairman of the board of the Rockwell Manufacturing Co., and Rockwell Spring and Axle Co., before the Pittsburgh section, Society of Automotive Engineers.

NAF members in Puerto Rico  
help a desperate family faced with tragedy

## Compassion Takes Wings

*By Raymond F. Monsalvatge, Jr.*

PAN AMERICAN wings of a non-commercial type brought solace to troubled hearts in a tense tragedy marked by pain, anguish and human emotion.

It all began in Michigan with a screech of automobile brakes, a desperate, futile struggle for mechanical control, an automobile crashing with a sickening rumble and a shattering of glass, and the piercing scream of a human in pain. Stupefied witnesses rushed over to find a young man crumpled amid smoking wreckage, bleeding and unconscious.

Within minutes, the victim was in a Lansing hospital. In a delirium from seven skull fractures and severe internal injuries, he called repeatedly for his father—but in Spanish. Dr. Marshall Lowery and a priest knew that life itself might depend on their finding this father.

Identification papers in the young man's pocket showed his name to be Jesus Rodriguez, 21 years old, from Puerto Rico. That was all. But

prompt action was essential, because death hovered near.

Investigators found Jesus was employed by a Lansing hotel. He had been a good worker and regularly sent money to his father and mother, who lived in the hill country of Puerto Rico, far from any large city. That was all anyone knew.

Michigan officials radioed Puerto Rican authorities, who relayed via radio the accident news throughout the island. Who knew Jesus Rodriguez?

The Michigan priest telephoned Congressman Kit Clardy, representative from the Lansing district. The congressman made extraordinary arrangements with the Civil Aeronautics Authority to fly the father or mother to the critically injured boy . . . if they could be found.

The story was called to the attention of the Pan American World Airways Management Club of Puerto Rico, and they went into action. PAA would fly a parent,

without cost, to and from Lansing—if a parent could be found. Miles of dense jungle spread out before the San Juan group.

Glen Lawrence, PAA director in Puerto Rico, enlisted the aid of Walter Alvarez, sales representative, and Juan Llady, traffic supervisor, in locating the family. Religious and civic groups joined in the search, and within only a few hours the family was located near the little town of San Lorenzo.

The only source of livelihood besides what Jesus was sending home was that which the family could raise in fruits and vegetables from a tiny plot of ground and from the eggs of a few prized chickens.

The family needed the son's help all the more because the mother was expecting her 19th child.

Word of the tragedy did reach the Rodriguez family from neighbors with radio sets. Mrs. Rodriguez had been shocked into insensibility, lost her unborn child and became gravely ill.

The mother was taken out of the hill country into nearby Fajardo hospital, but the father was faced with the decision of staying with his sick wife or flying to his son's side.

Who would care for the 17 children back in the hut, two of whom were ill?

The rainy season had set in and rain came down in torrents.

Once again Pan American Man-

agement Club men pitched in. The Red Cross agreed to send food to the children. Juan Llady and his wife hired a nurse, left their own two sons with friends, and began the difficult journey to the Rodriguez hut, accompanied by Walter Alvarez and his wife.

The father, at his wife's bedside, was emotionally distraught. The grief over his son's accident and his wife's illness, and worry over the children at home, had proved too much. He said he could not fly to America because he had no clean shirt. A PAA man provided one of his own. Rodriguez then said he could not go because he so badly needed a haircut. A barber was summoned.

Within an hour, Rodriguez was on his way to Michigan and his son, content that his wife was improving and his 17 children were in good hands.

Jesus Rodriguez recovered rapidly and within a few days the father was back in Puerto Rico. PAA sales representative Alvarez met him at the airport and drove him back to San Lorenzo, where the entire town turned out to give him a colorful welcome. He had been to America—so swiftly, yet so far away. Only a few days ago he was hoeing his garden and never thinking of a trip to that wonderland!

It was all over. Father, mother, the son in Michigan, and 17 children

were safe again. Prayers of thanksgiving went up from the little hut in the green jungle.

The men of Pan American's NAF club in Puerto Rico turned their attention again to the business of running an airline. But then a package was carried into the PAA

office. It had been left by Rodriguez as a gift for the men who had helped so much.

Walter Alvarez opened it up. Inside were two dozen fresh eggs and an assortment of tropical fruits, a gift as great as the family's poverty would allow.

Answers to "Test Your Word Sense" on page 43 are:

1-c, 2-b, 3-a, 4-d, 5-b, 6-a, 7-b, 8-b, 9-a, 10-a, 11-d, 12-c.

*The most powerful drugs used by mankind are not listed in medical books. You find them alphabetically in dictionaries. They are words.*

*A teacher in Brooklyn said, "Joey, give me a sentence using the word 'bewitches'."*

*After deep thought, Joey replied: "Youse go on ahead—I'll bewitches in a minute."*

### ***The Job Must Satisfy***

*Ask any wife who's had a husband toss and turn at night. She'll say his work is important to him.*

*She knows that when he feels like a square peg in a round hole, life all around the clock, not just his working time, is unsatisfactory.*

*Satisfaction with his daily work experience is one of his most important parts of living.*

*Especially, if he can realize that his contributions on his job are important; important to his own company and to our American free enterprise system.*



## *How To Succeed Without Talent . . .*

- 1—Study ways to look tremendously important.
- 2—Speak with great assurance, sticking to general and accepted facts.
- 3—Avoid arguments, but if challenged, fire an irrelevant question at your antagonist and intently polish your glasses while he tries to answer. As an alternative, hum under your breath while examining your finger nails.
- 4—Contrive to mingle with important people.
- 5—Before talking with a man you want to impress, ferret out his remedies for current problems, then advocate them staunchly.
- 6—Listen while others wrangle. Pluck out a platitude and defend it righteously.
- 7—When asked a question by a subordinate, give him a "have you lost your mind" stare until he glances down, then paraphrase the question back at him.
- 8—Acquire a capable stooge, but keep him in the background.
- 9—In offering to perform a service, imply your complete familiarity with the task, then give it to the stooge.
- 10—Arrange to be a clearing house for all complaints. It encourages the thought that you are in control and enables you to keep the stooge in place.
- 11—Never acknowledge thanks for attention; this will implant subconscious obligation in the mind of your victim.
- 12—Carry yourself in a grand manner. Refer to associates as "some of the boys in our office." Discourage light conversation that might bridge the gap between boss and man.
- 13—Walk swiftly from place to place as if engrossed in affairs of great moment. Keep your office door closed. Interview by appointment only. Give orders by memorandum. Remember you are a BIG SHOT and you don't care who knows it.

*Reprinted from the Strato-Writer, Douglas Management Club of Tulsa.*





**Norman George**, 27, former NAF area manager serving the industrial east and New England, has begun his duties as manager of research in the NAF Home Office department of education and research. He plans to continue some area manager work until June 10 when it is expected a successor in the field service post will be named.

**Russell L. Maxwell**, vice president in charge of personnel of the American Machine & Foundry Co., was the main speaker at the Ninth Regional Conference of the New York Area NAF Council.

Others who participated included **Gordon R. Parkinson**, NAF national president, **Ted Renshaw**, national first vice president, and NAF national directors **Lloyd E. Larson** and **J. Patrick O'Malley**. **Charles C. Noble**, dean of Hendricks Memorial Chapel at Syracuse University, spoke at the dinner meeting ending the program. Over 300 persons attended.

**Blind minister**, **Rev. Larman S. Sherwood**, was made an honorary member and chaplain of the Fore-

men's Club of Worthington recently. Mr. Sherwood travels 50,000 miles a year lecturing before clubs, businessmen's organizations and high school graduating classes.

New officers of the Indian Nation NAF Council are **A. J. Naughton**, of the Tulsa Management Club, chairman; **K. E. Hatter**, of the Douglas Management Club of Tulsa, vice chairman, and **John Murphy**, of the American Airline Administrative Association, Inc., secretary-treasurer.

Dramatic skits, some serious and some not, highlighted the Fourth Annual NAF Shop Club Night of the Foremen's Club of Columbus, Inc., and 13 affiliated shop clubs.

**Harry C. Bott** of the Granite City Steel Management Club has been named chairman of the St. Louis Area Council's regional conference in 1956. The conference will be held Feb. 4 at the Jefferson hotel in St. Louis, Mo.

**Charles "Chic" Fowler**, past president of the Dayton Rubber Management Club, Waynesville, N.C., recently was presented with a certificate of service by **C. E. Nelson**, NAF area manager.

**Donald Ecroyd**, associate professor of speech at the University of Alabama, spoke before the Western Division Supervisors Club of Ala-

bama Power Co., on "How To Conduct a Meeting."

\* \* \*

The Valparaiso Management Club toured the Indiana Steel Products Co., and learned how permanent magnets are made. The tours were

made in groups of six, each divided in accordance with the special interests of individual members. Members interested in engineering made the tour with one of the company's engineers. Those interested in sales were escorted by a representative of the sales division.



## I BELIEVE

Its basic principles are 100% American and represent to me the only way that Management Men can secure recognition on a national plane. Its Code of Ethics is a challenge to any supervisor, regardless of level. Those who believe and practice the principles it teaches will have found a panacea for the majority of their management problems. It presents a way of life that is unexcelled in this world today.

The NAF is a source of inspiration for me to improve myself in every phase of management because I believe that its philosophy of self-development, respect, understanding, confidence and recognition is the basic ingredient necessary for this nation to continue to survive as the great power it is today. I feel quite strongly that we must never forget this philosophy.

And then, I believe in the NAF because I feel that by being a mem-

ber of this great national body of Management Men, I have fellowship with all who are a part of Management. I feel I am an important cog in industry and in our private enterprise system. A whole new horizon has been opened to me, and my stature has been increased.

I believe in the NAF because I know that its theme of unity in Management is a necessity in our modern economy.

Finally, I believe in the NAF because I can have for the asking all the collective thinking, training and experience that Management has to offer. There is, for the asking, the right answer to any problem or question which might confront us. To my way of thinking, where else can I get so much for so little?

M. E. CARAWAY

*Assistant Chief Tool Engineer  
Convair, Fort Worth Division*

## Success Story

By Dick Ashbaugh

**I**N a crumbling villa halfway up the Street of Broken Dreams lived Luigi, the Little Chemist. Almost directly across the way lived his older brother, Guetti, known as the Big Chemist. Guetti was wealthy. He had wall-to-wall carpeting even in the laboratory. Guetti had invented a shampoo made with eggs and owned the world-wide rights. Women adored him.

Poor Luigi scorned such trivial research, and spent his days attempting to develop an everlasting boot polish. Something that would fight mud. Often Luigi would stand on his tiny balcony, and watch the purring limousines across the street disgorging famed beauties with coiffure problems. Some days after the traffic had been particularly heavy, he would observe his older brother step onto his balcony in the late sunlight and count his money. Luigi would sadly bite his lip and retire to his retorts and crucibles.

Late one afternoon in May a tremendous limousine pulled down the Street of Broken Dreams, scattering the children and goats right and left. Seated alone in the rear was a great

American industrialist. He had come to seek out Guetti and buy his shampoo, but by some misdirection he knocked on the door of Luigi, the Little Chemist. He was admitted after a warning to wipe his feet on the doormat.

Mr. Mersdale, the American industrialist, wasn't in the lab more than thirty seconds before he realized his mistake. For one thing he saw no eggshells, and he knew that was part of the secret. "I have made a mistake in address," he said handsomely. "Forgive me for any mud I may have tracked in on my shoes."

"It is of nothing," said Luigi graciously. "Please permit me." With that he knelt at Mr. Mersdale's feet, applied some of his new boot polish, and almost instantly Mr. Mersdale's handsome lowcuts gleamed like new.

"Good grapes," exclaimed Mr. Mersdale. "This is a miracle."

"It is merely my secret ingredient," said Luigi.

"For heaven's sake, man," gasped the industrialist, "you've solved my problem. I own a cereal firm, a soap factory, a dentifrice plant, several oil

companies, and a firm that puddles steel. The one thing our products lack is a secret ingredient. Would you sell the formula?"

"I don't know," said Luigi doubtfully. "XQ-29 is rather dear to me. It is also known as Gooper 29, Millenium, Idion, Glidium, Florian and Q-4 for kiddies. It relieves hurry, worry, tension and gives your product an unearthly gleam."

"I'll buy," snapped the industrialist. "Might I have a sample to show the board of directors?"

"Of course," said Luigi, handing him a flask of colorless liquid. "And I will accept your check for two million dollars."

"Done and done," said the industrialist. "I want you to start immediately on the production of XQ-29. Time is of the essence."

For awhile after the industrialist left, Luigi sat contemplating the check for two million dollars. Then he arose with a sigh, collected all the empty bottles in the lab, and began to fill them from the water tap in the corner.

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*"On the day on which my wedding occurred . . ." Smith began.*

*"You'll pardon the correction," interrupted his friend, "but affairs such as marriages, receptions, dinners and things of that sort take place. It is only calamities which occur. You see the distinction."*

*"Yes, I see," replied Smith. "Well, as I was saying, on the day on which my wedding occurred."*

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*The new definition of an ocean is: "A large body of water entirely surrounded by trouble."*

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"General Motors has no assured markets. We have no protection against competition. Nor do we have any guaranteed rate of return on our capital. We buy our materials and parts in the same markets and at the same prices as our competitors. We pay at least the same wages for equivalent labor as they do. The equipment we purchase is equally available to them at the same prices. Under these circumstances if we make more profit than they do it can only be because our organization is superior to theirs in converting the same materials into finished products which appeal to more customers at our prices than theirs do."

*Harlow H. Curtice, president of General Motors, before the Senate Banking Committee.*

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*As another special MANAGE service, this section is devoted to presentation of up-to-date information on new products and literature which will be helpful to you on your management job. Should you desire additional information on any product—or a copy of an advertised piece of literature—MANAGE will be glad to forward your request to the manufacturer.*

*Address your request to SERVICE BUREAU, MANAGE Magazine, 321 West First Street, Dayton 2, Ohio.*

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**DRY CHEMICAL FIRE EXTINGUISHER.** A 10-pound pressurized dry chemical fire extinguisher which carries Underwriters' approval for a pressure range of from 150 to 250 pounds has been announced by WALTER KIDDE & CO., INC. The unit features a pistol grip trigger release mechanism, and a dust and moisture-proof gauge which shows at a glance the unit's charged pressure. It also uses Kidde's diffuser horn which gives extra wide coverage of the discharge pattern.

**NEW LOW PRESSURE SPRAY GUN.** MODEL P-300 is the new addition to the paint spray equipment group offered by the JOHN B. MOORE CORP. P-300 is an air operated, siphon spray gun, designed to operate on air pressure as low as 5 lbs. psi. It is light in weight and draws from a one quart cup. Features of this model permit its use for such things as stripe painting, touch up work, stencil ink spray in shipping rooms, applying silicone mold release oils, and, application of metal surface corrosion inhibitors.

**EXTRA TALL STEEL STEP LADDERS.** Designed for maximum safety and handling ease, new "Hi-Boy" Safety Step Ladders give accessibility to working levels up to 15 feet, announces the manufacturer, the BALLYMORE CO. The ladders are offered in six models and are all welded-steel construction. Mounted on heavy-duty ball bearing casters, ladders are rolled easily

without lifting or straining. When moved into position, ladders are anchored to floor for maximum stability by stepping on a pedal under the front step.

**COMBINATION STEAM-HOT WATER GENERATOR.** A boiler has been designed for industrial use by the CYCLOTHERM DIVISION U. S. RADIATOR CORP. The unit is a hot-water generator, but simple adjustments convert it to steam operation in a few seconds. Both the steam and hot-water phases operate completely automatically once the proper type of operation is selected.

**NEW PRECISION INSTRUMENT.** A jointed stainless steel two-foot rule, which also serves as a protractor, has been introduced by the GEORGE SCHERR CO., INC. The tool is an aid for mechanics and draftsmen to measure longitudinal as well as angular dimensions, avoiding time-wasting difficulty of counting fine graduations.

**PASSENGER TRUCK DEVELOPED.** STOKVIS EDERA & CO., INC., has developed a passenger or personnel carrying version of the MULTITON EXCELSIOR lightweight truck. The truck is capable of transporting four persons, plus driver, at speeds up to 12 miles per hour.

**EASY-TO-USE HOSE CLAMP.** CIRCLE CLAMP CORP., has developed a general purpose hose clamp that can be fixed in place in three seconds with an ordinary pincers. Lasting and positive clamping action is assured under extreme internal hose pressure, hose movement and tough usage. It can be used in practically every industry for lines carrying compressed air, oxygen, hydrogen, acetylene, insecticides, chemicals, water, steam, acids, gasoline, oil, etc.

**NEW MASK KIT** for maintenance men. A gas mask kit designed to meet any plant hazards for millwrights and maintenance men has just been announced by ACME PROTECTION EQUIPMENT CO. The mask provides: (1) a full-vision face piece for dust and smoke protection; (2) a canister mask to protect against all gas hazards and visible smokes from fires; and (3) an air-supplier (plant compressed air) for use in any harmful or objectional atmosphere.

**SYLFLEX TREATED WORK SHOES.** Water repellent work shoes that resist absorption of chemicals and filth are in a new line of SYLFLEX tanned shoes and boots just introduced by RED WING SHOE CO. Sylflex is the newly developed Dow Corning silicone treatment which makes leather permanently water repellent and lengthens the life of shoes.

# Compulsory Unionism

vs.

## The Right to Work

**T**HE RIGHT TO WORK is a basic American tenet . . . as basic as the right to life, liberty and the pursuit of happiness.

Therefore, why all this turmoil about repealing state "right to work" laws?

The so-called "yellow dog" contract, which prohibited employment to a worker if he joined a labor union, has long since been outlawed. It seems equally right that no employee should be forced to join a union in order to hold a job. It is as simple as that.

Yet the unions are up in arms about these state laws designed to protect the worker from compulsory unionism. And surprisingly enough, even Secretary of Labor Mitchell, whose job it is to watch after the welfare of all workers, has also come out against these laws.

It is difficult to follow the *reasoning* presented by labor unions against the "right to work" laws. It is not difficult to see why they want these laws repealed. Without these laws more workers could be forced to join unions, whether they wanted to or not.

This is a direct encroachment on the basic rights of a free people. Carried to its extreme, no person could work in the major industries of this country without paying homage to some union and its leaders. Such a situation is unthinkable in America.

All 17 of the state "right to work" laws are designed to protect individuals against discrimination, because of membership or non-membership in a union organization, in getting and keeping a job. Thus they protect the right of workers to join or not join a union.

The basic purposes of these laws are so fundamental and important that it is difficult to see how anyone can justifiably call for their elimination. In fact, it is hard to understand why such safeguards to the worker's freedom have not long since been incorporated into federal legislation.

*By Carl C. Harrington, Editor, Mill & Factory (editorial in March, 1955, issue)*



## *Mexican Tours Open To NAF Conventioners*

A TRIP to Mexico, one of the most fascinating and beautiful vacation lands in the Americas, is an opportunity available to all NAF members attending the 32nd Annual Convention Sept. 28-29-30 in Fort Worth, Tex.

The recent devaluation of the Peso has made travel in the country probably the outstanding tourist bargain in the world.

Post-convention tours south of the border are now being arranged in cooperation with the NAF by the United States Travel Agency, Inc., Washington, D.C.

The agency has offered one free tour to each club sending 15 members on the tour. The bonus trip will be awarded at the discretion of the club.

Two tours are available. The first is a 10-day trip by air and motor car to Mexico City and Acapulco. The second is a seven-day trip over much the same territory excluding Acapulco.

Both trips include sightseeing of historic Mexico City by car, the Bullfights, motor tours to Guadalupe Shrine and the famous Pyramids of Teotihuacan, and motor tours to Cuernavaca, Taxco and the Floating Gardens.

In addition the 10-day plan includes three-days in Acapulco, the seaside resort center often referred to as the "Riviera of the Americas."

All hotel accommodations are deluxe. And all meals are included, except in Mexico City where the wide choice of famous restaurants makes it virtually impossible for travel agencies to choose between them.

Air travel is by regularly scheduled American Airlines flights.

All motor trips are in chauffeur-driven, private cars with English speaking drivers. A staff representative of the agency will accompany the parties on the entire tour.

Further details on the tours will be sent to all clubs in the near future.



